

OMBUDSPLAN 2026





OMBUDSPLAN 2026







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The Parliamentary Ombudsman adressing the thematic lecture "Transparency, Fairness and Accountability: $Cornerstones\ of\ Good\ Administration-The\ Mandate\ of\ the\ Ombudsman"\ in\ Parliament$



Group photo taken during the thematic lecture "Transparency, Fairness and Accountability: Cornerstones of Good Administration - The Mandate of the Ombudsman" in Parliament

THE LAW

For the purpose of this document, reference is made to Section 10(4) of the Ombudsman Act 1995 (Chapter 385 of the Laws of Malta) which provides that the finance required for the Ombudsman's salary and allowances and for the resources of his Office shall not exceed a maximum amount indicated in an Ombudsplan approved by the House of Representatives and shall be a charge on the Consolidated Fund without any further appropriation, provided that the Ombudsman shall present to the House by the 15th day of September of each year an Ombudsplan which will indicate the ensuing year's activities. This document and its contents are in accordance with the requirements of this provision.

OBJECTIVES

The objectives of the Office of the Ombudsman (which includes the Commissioners) primarily the are investigation of complaints submitted in writing by persons with regard to acts or omissions of Government (as defined in the Ombudsman Act - Chapter 385 of the Laws of Malta) in the exercise of its administrative functions. When grievances are well-founded in terms of law, complainants are given the redress they merit, after account is taken of the facts and circumstance of every case.

Of no less importance are two other significant matters that fall within the mandate of the Office. In the first place 'own



The Parliamentary Ombudsman during an information session with Permanent Secretaries



The Parliamentary Ombudsman giving a lecture during a visit to the Malta Communications Authortiy

initiative' investigations that are undertaken where no written complaint is submitted, but where a matter of public interest is at stake (although the law itself does not specifically state that investigations of this nature are to be launched where the public interest so requires). The other is 'persuasive insistence' with Government on its obligation to get its act together when administrative failures arise, changing for the better what requires change, even if internal resistance to let matters be is strong, and the removal of a defensive mentality to resist change.

ACTIVITIES FOR 2026

CONSISTENT OUTREACH

TOWARDS THE PUBLIC

The Office firmly believes that the institution needs to be close to the public and their concerns, in particular the problems that the vulnerable face. For this firm belief to remain effective, even in future, the Office must invest and insist on its outreach activities, by going out to meet everyone, to listen to people more, and come up with fair and doable solutions when required.

TOWARDS PUBLIC BODIES OF GOVERNMENT

In the proper exercise of their administrative functions, public bodies of Government (including the civil service) have an obligation to be fair, transparent and accountable.

Public bodies serve the public interest and are responsible for delivering fair and appropriate public services. Since public bodies owe allegiance to the public, they have to ensure justice to the public, through proper conduct

in their operations, without forcing the public to resort to judicial action to enforce their alleged rights. As the provision of adequate and efficient public service is essential for the lives of ordinary people, at least in this country, the Ombudsman has a duty of oversight, that is positive, pro-active and forward-looking in character, in an effort to identify weaknesses, failures and bad practices in public services that would require remedial action.

ART 22(1) OF CHAPTER 385

One achievable method of how this can happen is through a strict compliance by public bodies of Art 22(1) of the Ombudsman Act 1995.

Art 22(1) states as follows:

"The provisions of this article shall apply in every case where, after making any investigation under this Act, the Ombudsman is of opinion that the decision, recommendation, act or omission which was the subject-matter of the investigation - (a) appears to have been contrary to law; or (b) was unreasonable, unjust, oppressive, or improperly discriminatory, or was in accordance with a law or a practice that is or may be unreasonable, unjust, oppressive, or improperly discriminatory; or (c) was based wholly or partly on a mistake of law or fact; or (d) was wrong."

This provision sets out the grounds on which the Ombudsman (including the Commissioners) may conclude that a public sector decision, recommendation, act or omission is in breach of good administration and therefore would constitute administrative maladministration. For years, the provision guided Ombudsman investigations into administrative conduct and has shaped



The Parliamentary Ombudsman during a visit with Malta Food Agency



The Parliamentary Ombudsman during an International Ombudsman Conference in Cassino, Italy

standards of fairness expected from public bodies. Although in our legal system recommendations of the Ombudsman are not legally binding, they do however carry considerable moral and persuasive weight. When some public bodies choose to place fairness aside, and rely on the strict and rigid application of legislation to sustain their actions or defaults, those public bodies would be in breach of Art 22(1).

One must acknowledge that the way forward for a credible public service is in no way easy as it involves a culture change which, to materialise, requires administrative and political will, together with a strong sense of justice put in practice. A liberal approach by public bodies to Art 22(1) would lead to the way for constant adjustment for the better of the standards of administrative operations in the public service.

As distinct from the Courts of Justice, the function of the Ombudsman is not confined to a strict application of the law. Art 22(1) grants to the Ombudsman a wide margin of appreciation on how to consider the fairness

and reasonableness of administrative acts by public bodies. This is so because the investigations of the Ombudsman on alleged maladministration can proceed not only with regard to actions and decisions of Government, but also on the basis of unjust rules and policies on which decisions of Government are taken and adopted. Therefore, the jurisdiction of the Ombudsman allows the Office to keep an attentive watch for substantive unfairness that the Courts of Justice might not remedy.

Art 22(1) provides the Ombudsman with a comprehensive checklist of what constitutes maladministration and is a strong instrument to improve governance. Well within his mandate, the Ombudsman can opinions and make recommendations on what is unreasonable or on what appears to be contrary to law, to an extent that the Ombudsman can also establish that a decision is wrong or unjust even if it is legally valid. The terms "unreasonable" or "wrong" in Art 22(1) have an ordinary common-sense meaning grounded in fairness rather than on strict legal standards.



The Ombudsman and the Commissioner for Health during an information meeting with the elderly organised by the Tarxien Local Council on the initiative of the Local Councils Association



The Parliamentary Ombudsman discussing with MCAST students during Freshers' Week



The Parliamentary Ombudsman during a visit to the KSU Freshers' Week at the University of Malta

Sir Guy Powles, who was the first Chief Ombudsman of New Zealand, is known to have publicly stated that "the Ombudsman is the ordinary person's opportunity to have an unjust decision set right." Taking into account that Art 22(1) of Chapter 385 - which was taken verbatim from Sec 22(1) of the Ombudsman Act of New Zealand 1975 - that statement should be taken well as food for thought and should serve as a vehicle to turn opportunity into reality, by enabling the Ombudsman not only to identify wrongs but convince public bodies they should put them right.

MISSED OPPORTUNITIES

As a matter of principle, non-compliance with recommendations which the Ombudsman submits should be the exception. Responsiveness to Ombudsman investigations is a part of good public service ethics. Non-implemented recommendations are missed opportunities for the civil service and the public administration to put their act in order. Where justice and good order so dictate, the Ombudsman (including the Commissioners) will continue to be movers of change in Government policy and practices. With all this in mind, the Office shall in 2026 make every effort to outreach public bodies in the promotion of a strong compliance culture as a follow-up to the findings of its investigations.

UNFULFILLED MEASURES

In the course of 2026, the Office shall continue to strive by persuasion for the fulfilment of beneficial measures in the public interest, that so far are still desiderata.

(a) AN AD HOC SELECT COMMITTEE OF THE HOUSE OF REPRESENTATIVES

In pg. 13 of the Ombudsplan for 2025 (and even before) the Office made reference to this matter.

With regret, the Office notes that this issue is still unresolved.

The mere presentation before the House of Representatives of final reports of the Ombudsman has not tangibly resolved the impasse created by the non-implementation of recommendations by Government. The Office firmly believes that final reports that are tabled before the House should be referred to and debated in public by an ad hoc Select Committee. This would require amendments to the Standing Orders of the House, that are issued by virtue of the Constitution of Malta. The Select Committee can be appointed on the lines of other Select Committees already in place. A possible name for that Committee could be 'Select Committee of the House on the Public Administration'. Similar parliamentary set-ups are already in place elsewhere, notably in the UK.

The Office is of the view that such a Select Committee should have the remit to examine, consider and give directions to Government with regard to reports that are presented by the Ombudsman to the House, and also to consider the quality and standards of services provided by the civil service and the public administration. As is the case in other countries, the work of the Ombudsman will be strengthened whenever there is a direct reporting relationship with a specific Committee of the House that monitors and supports the work of the Ombudsman. Such a committee could have regular constructive and critical interaction with the Ombudsman.



In addition, there could also be a Parliamentary Procedure where in cases of non-implementation of the Ombudsman's recommendations, the Minister responsible would give to the House of Representatives, within a reasonable time, the reasons for non-implementation.

(b) THE RIGHT TO GOOD ADMINISTRATION

Reference was made to this matter in the Ombudsplans 2024 (pg. 19) and 2025 (pg. 17). The issue is still unresolved.

To date the right to good administration that is already law within the context of the relations of the person with the institutions of the European Union (Art 41 of the Charter of Fundamental Rights of the EU) has not found application in our law also for domestic law purposes.

The Office holds firm the view that persons should have the right to see that their affairs

are managed by public offices with impartiality, fairness and within a reasonable time. Persons should have the right to be heard before any individual measure is taken that would affect them adversely. Persons should have the right to free access to a public file that affects them. Public bodies should have an obligation to give reasons for their decisions. The Office reiterates its view that a careful transposition of the principles that make Art 41 of the Charter would broaden further the rights of the person, and would therefore enrich our democracy.

(c) PROTOCOL NO. 12 OF THE EUROPEAN CONVENTION OF HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS ("ECHR")

Reference was made to this matter in the Ombudsplans 2024 (pg. 20-21) and 2025 (pg. 17-18).

To date the matter has still not been addressed.



Malta ratified Protocol No. 12 of the ECHR on the 8 December 2015. The Protocol establishes freedom from discrimination as an *ad hoc* fundamental freedom and human right protected by the Convention. The Protocol protects persons who are discriminated by a public authority in the exercise of its discretion. This notwithstanding, the Protocol was not incorporated in the European Convention Act 1987 (Chapter 319 of the Laws of Malta).

The Office renews its appeal for an amendment to Chapter 319 that would include Protocol No. 12 in the Schedule to the European Convention Act. This would enable all persons (including Maltese citizens) who claim to have suffered discrimination by a public authority in breach of Protocol No. 12 of the Convention to seek redress before the Maltese Courts, and not be compelled to petition directly to the Strasbourg Court.

(d) SUSPENSION OF PRESCRIPTION

Reference was made to this matter in the Ombudsplans 2024 (pg. 23) and 2025 (pg. 22).

To date the proposal has still not been addressed.

The investigations of the Office are separate and distinct from proceedings instituted before any court or tribunal. Investigations can constitute an alternative to the filing of judicial proceedings. The law excludes concurrence of proceedings before judicial bodies and before the Ombudsman and the Commissioners, in the sense that litigation before a judicial body takes precedence. The effect is that any investigation by the Office is suspended until a case referred to litigation on the same subject matter becomes final and conclusive.



The Parliamentary Ombudsman during a meeting with Michael O'Flaherty, Commissioner for Human Rights of the Council of Europe



The Parliamentarty Ombudsman during a meeting of the European Network of National Human Rights Institutions (ENNHRI)



The Parliamentary Ombudsman addressing a conference commemorating Social Justice Day



The Parliamentary Ombudsman delivering a lecture to Public Policy students at the University of Malta



By suspending the prescription of actions against Government and public bodies when an investigation is being carried out by the Office (which is not the case at present) would facilitate and extend even further access to justice.

(e) NATIONAL HUMAN RIGHTS INSTITUTION ("NHRI")

Reference was made to this sensitive and important matter in the Ombusplan 2025 (pg. 22-23).

Abroad human rights are at the heart of the work of all public services Ombuds Offices. The Ombudsman is a core component of the safeguards that persons should enjoy in a democratic state. By taking a human rights based approach, the Ombudsman can place the rights of persons as a focal point of his work and secure that policies, processes and actions are shaped to respect and protect human rights.

Prior to 2022, an Equality Bill and a Human Rights and Equality Commission Bill had been presented before the House of Representatives. The two Bills were debated but never became law. In 2022, the House of Representatives was dissolved and a general election held. The two Bills were not reproposed before the newly elected House of Representatives after 2022. Therefore, until this very day, there are no such Bills pending before the House of Representatives that prior to 2022 were the Equality Bill and the Human Rights and Equality Commission Bill. So much for the sake of factual clarity.

In November 2023, after acknowledging the absence of an NHRI in Malta, a proposal was submitted to the Prime Minister of Malta for the setting up of an NHRI by extending the mandate of the Ombudsman, thereby avoiding the need to create from scratch a separate institution. The appointment of the Office of the Ombudsman as the NHRI for Malta would make *explicit* what has always



been implicit in the work of the Office. For the sake of clarity, the appointment that was proposed concerns the promotion and protection by the Office of fundamental rights and freedoms of the persons not matters that fall within the mandate of equality bodies. The infrastructure, experienced staff and established procedures of the Office were a solid foundation to build on. The strength of the Ombudsman to act also as a promotor and/or protector of human rights derives from his statutory and constitutional status, an already proven and effective track record, and a non-dependent budget on the exigencies and/or priorities of Government. Furthermore, although the budget has to receive Parliamentary approval because the Ombudsman is an officer of Parliament, the Office enjoys financial autonomy.

In February 2024, on the strength of the state of law as it is at present, the Office of the Ombudsman was granted Associate Status in the European Network of National Human Rights Institutions (ENNHRI) and has participated in the activities that are organized by the Fundamental Rights Agency (FRA) of the European Union. Following acceptance, the Office sought assistance from ENNHRI itself to review the Ombudsman Act to ensure full alignment of the Ombudsman Act with the Paris Principles. In April/May 2024, ENNHRI conducted a detailed review, identifying key areas for improvement. In a pro-active response to these findings, the Ombudsman drafted a new fully-fledged Ombudsman Bill rather than resort to piecemeal amendments to the present law. In October 2024 the draft Bill was forwarded to ENNHRI for further review. In that same month, during the ENNHRI General Assembly, the Ombudsman participated a parallel meeting with ENNHRI representatives to discuss the proposed Bill and explore potential enhancements. ENNHRI commended the efforts of the Office to align with the Paris Principles, its resolve for an extended mandate, and noted

that significant changes had been introduced to support the mandate, including:

- A broad human rights remit, covering the protection and promotion of human rights through awareness-raising, education, advising on national legislation, and reporting on the national human rights situation.
- A comprehensive definition of human rights, encompassing rights set out in international, regional, and domestic instruments, as well as those recognised by national and international courts.
- Strengthening the Ombudsman's authority to follow up on recommendations made to national authorities.
- Reinforcing the Ombudsman's independence by expressly stating that the Ombudsman shall not be subject to direction from any other person or authority.

ENNHRI provided additional technical advice, which the Ombudsman reviewed and adopted where appropriate.

In November 2024 the Ombudsman forwarded to the Prime Minister of Malta for his consideration and that of the Cabinet of Ministers the draft of a new Ombudsman Bill that in substance extends the present mandate of the Ombudsman to the promotion and protection of the fundamental rights and freedoms of the person.

In February 2025, the draft Bill was published as a full document on the official website of the Office of the Ombudsman. The Office has not received any feedback from the Government.

The highlights of the proposed Bill *vis-a-vis* the Ombudsman Act are the following:

1. Whereas until today the Ombudsman is the Commissioner for Administrative Investigations, the Bill while confirming that mandate extends the function of the Ombudsman to become the Promotor and Protector of Human Rights and Fundamental Freedoms. For both mandates he has to be elected by a minimum two-thirds majority of the members of the House of Representatives.



The Parliamentary Ombudsman with the Public Protector of South Africa Adv. Kholeka Gcaleka who visited Malta to address the thematice lecture organised by the Office of the Ombudsman

- Under the Bill when the Ombudsman acts a Commissioner for Administrative Investigations, he investigates administrative action (which is defined) and when he acts as Promotor and Protector of Human Rights he investigates action (which is also defined).
- 3. Human rights and fundamental freedoms are defined for the purposes of the Bill. The definition is wide.
- In the Bill the reasons for suspension or removal of the Ombudsman have been clarified and restricted to matters that relate to the conduct of the incumbent in the performance of his functions.
- The Ombudsman presents to the House of Representatives his budget by the 15 September of every year. In the Bill there is included a provision that specifically refers and financially sustains his function as Promotor and Protector of Human Rights in a manner that is clearly identifiable from the budget of his operations as Commissioner for Administrative Investigations.
- The Bill places on the Ombudsman the obligation not only to promote but also to protect the fundamental rights and

- freedoms of the person, which includes the right and duty to investigate without any limitation whatsoever alleged breaches of fundamental rights and freedoms of the person. The Bill lists in detail what this right and duty actually will entail. In particular paragraph 12(q) states within the role of the Ombudsman as proposed "to advocate for the ratification of, accession and compliance with international human rights standards."
- 7. Whenever the Ombudsman is the opinion that a legal provision is unconstitutional because it is in breach of the human rights and fundamental freedoms of the person, the Bill gives the Ombudsman the right to institute proceedings in his own name before the Civil Court (Constitutional Jurisdiction). This is indeed a new concept within the framework of what the rule of law should mean for all.
- A corollary of this provision is the 8. obligation of anyone who files court action for alleged breaches of human rights as protected by the Constitution of Malta and the European Convention to



The Parliamentary Ombudsman during a meeting of the European Regional Board of the IOI held in Cyprus

- notify the Ombudsman who would have the right to fully participate as intervenor in the proceedings.
- 9. In the Bill, where human rights are concerned, there is no time limit for any person to request the Ombudsman to investigate any action by the Government. Where administrative action is concerned, the six-month limit stays but during the entire period of investigation by the Ombudsman any period of prescription and/or forfeiture of any right of action of the person is suspended.
- 10. The investigation of alleged breaches of human rights vests in the Ombudsman. Investigations of this nature do not extend to the Commissioners whose specialised investigative powers remain within the confines of acts or omissions by Government of an administrative nature.
- 11. Unlike investigations of administrative acts or omissions, when the Ombudsman investigates matters that affect the protection of human rights, the Bill gives him the right to carry out unannounced visits and shall have free access to inspect and examine any premises, documents, equipment and asset without prior notice.
- 12. As is the case of administrative investigations, when the Ombudsman concludes investigations concerning the protection of human rights, he submits recommendations and does not give executive orders. At the same time, whatever the Ombudsman says is not subject to any review by any other Authority.
- 13. Where administrative investigations are concerned, the Bill introduces further clarity when persons avail themselves

- of the right to review recommendations submitted by the Commissioners.
- 14. In the Bill, the safeguard of secrecy is not only maintained but also extended for the protection of whistleblowers without reserve, meaning both in the case of administrative investigations and also as regards human rights protection.
- 15. The Bill reinforces the role of the Ombudsman as an Officer of Parliament by stating that every year or as frequently as he may deem expedient, reports to the House of Representatives on the performance of his dual role. The report is tabled before the House by the Speaker and has to be discussed during a dedicated parliamentary sitting.
- 16. There is also proposed an extension of the protection of Art 64A of the Constitution to the Ombudsman as Promotor and Protector of Human Rights.

The establishment of NHRIs within the framework of Ombudsman institutions is no experiment but a success story in a number of European countries including Cyprus, Croatia, Slovenia, Kosovo, Serbia, Albania, Armenia, Austria, Bosnia and Herzegovina, Bulgaria, Estonia, Finland, Georgia, Latvia, Lithuania, Moldova, Poland, Portugal, Ukraine, Azerbaijan, Andorra, Spain, Hungary, North Macedonia, Czechia and Greece.

That the Office of the Ombudsman can satisfy the dual function has been strongly encouraged by the Resolution of the General Assembly of the United Nations of the 17 December 2024 titled 'The role of Ombudsman and mediator institutions in the promotion and protection of human rights, good governance and the rule of law'.

acknowledges The Resolution crucial role Ombudsman institutions, in particular their credentials to act as NHRIs, to promote good governance and act as additional safeguard of the rule of law. The Resolution highlights the ability of Ombudsman Offices to address power imbalances between persons and public authorities, to promote transparency and accountability, and to foster respect for justice and equality.

Furthermore, the Resolution underscored the flexibility within the Paris Principles to allow Ombudsman institutions to assume NHRI functions, recognising their unique capacity to strengthen human rights frameworks, resolve grievances, and support Sustainable Development Goal 16 on effective, accountable, and inclusive institutions.

INTERNATIONAL DIMENSION

On the international scene, the Office of the Parliamentary Ombudsman of Malta is a rightly respected office and its statements always receive a positive reaction.

The Malta Ombudsman is the Secretary and Treasurer of the Association of Ombudsmen of the Mediterranean (AOM), an organisation that brings together over thirty (30) institutions that are all committed to the protection and promotion of fundamental rights in the countries of the Mediterranean basin. The organisation encourages the sharing of experiences and the taking of initiatives of the different member institutions through co-operation.

The Malta Ombudsman is also one of the 7 Directors of the European Regional Board, of which he is also Vice-President.

The Malta Ombudsman is also one of the 28 Directors of the World Board of the International Ombudsman Institute (IOI).

He actively and regularly participates in meetings that are held by both Boards.

The IOI is the only global organisation for cooperation of more than 200 independent Ombudsman institutions from more than 100 countries worldwide. The organisation is organised in six regional chapters: Africa, Asia, Australasia & the Pacific, Europe, the Caribbean & Latin America, and North America.

The Malta Ombudsman also maintains excellent relations with the EU Ombudsman Office and with the European Network of Ombudsmen (ENO).

THEMATIC LECTURES

The Office believes that the holding of a thematic lecture every year by a prominent personality of the Ombudsman world is extremely beneficial for the country, especially for public servants, oversight bodies and academics.

On the 6th February 2024, the Parliamentary and Health Services Ombudsman of the United Kingdom, Sir Rob Behrens, addressed a high profile well-attended gathering at the House of Representatives under the auspices of Mr Speaker the Hon. Dr. Anglu Farrugia, on the theme 'The Parliamentary Ombudsman Experience: Reflections on the past and present. Looking to the future'.

On the 12th June 2025, the Public Protector of South Africa, Adv. Kholeka Gcaleka delivered a keynote lecture at the House of Representatives on the subject: 'Transparency,



The Parliamentary Ombudsman delivering a lecture to international students studying at Ascensia Malta



The Parliamentary Ombudsman invited to deliver the closing speech during the Public Policy Synposium at the University of Malta



The University of Malta and the Office of the Ombudsman collaborate together to launch a new MA course in Ombudsman Law and Good Governance



The Parliamentary Ombudsman during a discussion with MCAST Journalism students

Fairness, Accountability: Cornerstones of Good Administration'. The event was a full-house including the Strangers' Gallery.

The Office is planning to hold a similar event in October 2026.

CONCLUDING OBSERVATIONS

Despite what a handful of observers think, the Office of the Ombudsman is not "a paper tiger". Ironically the Office is, for them as well, provided that they approach the services of the Office in good faith and without a hidden agenda. The findings that result from investigations do carry strong moral authority on the civil service and/ or the public authorities when these show their willingness to hear and act. Those who propose binding remedies lay emphasis on the need of accountability and effectiveness. They contend that binding powers would ensure that public officials implement remedies, thereby enforcing rights and deter misconduct. Others, in their majority, caution that imposing enforcement powers on ombudsmen can undermine their core strength. Unlike the Courts of Justice or tribunals, ombudsmen are not meant to be formal adjudicators. The Office is of the view that binding enforcement would bring about the end to an Ombudsman's distinctive mandate of persuasion, apart from the fact that binding orders would erode the Ombudsman's independence and bargaining leverage.

FUNDING

The Office has proved to be a landmark democratic institution in this country. It is so important for this country that it has been given constitutional status. The other institutions of the State have an interest to consolidate the good that has already been done by the Office and the initiatives that it intends to undertake in future because it is in the interest of the common good. A credible democracy should encourage and strengthen the mandate and operations of the Office of the Ombudsman by means of adequate funding as has been requested in the present Ombudsplan. The Ombudsplan for 2026 merits the approval of the House of Representatives.



The Parliamentary Ombudsman during a meeting of the IOI Standing By-Laws Committee held in Rabat, Morocco



PERFORMANCE REVIEW

JANUARY - AUGUST 2025

Complaints received by the Office of the Ombudsman

This performance review covers the period January to August 2025 and compares it with the same months in 2024.

In total, the Office of the Ombudsman handled 386 new cases during these eight months, an overall increase of 4% compared with the previous year. This growth coincided with continued efforts to strengthen public awareness of the institution and its services.

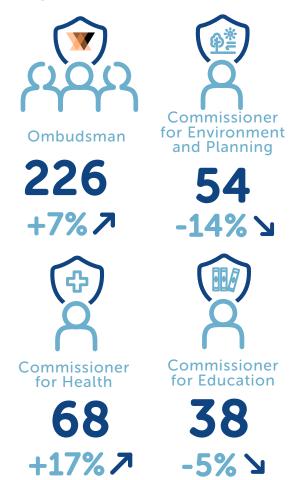
The distribution of cases among the Ombudsman and the Commissioners was as follows:

- The Parliamentary Ombudsman dealt with 226 cases, 7% more than in the same period last year.
- The Commissioner for Environment and Planning reviewed 54 cases, a decrease of 14%.
- The Commissioner for Health handled 68 cases, an increase of 17%.
- The Commissioner for Education examined 38 cases, 5% less than in 2024.

Total Incoming Complaints January - August 2025



Complaints received



Finalised complaints by the Office of the Ombudsman

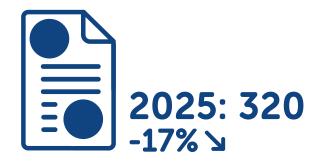
Between January and August 2025, the Office of the Ombudsman concluded 320 investigations. This represents a 17% reduction when compared with the same period in 2024.

The distribution of finalised cases was as follows:

- The Parliamentary Ombudsman concluded 184 investigations, 13% less than last year.
- The Commissioner for Environment and Planning closed 56 cases, a decline of 5%.
- The Commissioner for Health finalised 44 cases, a drop of 41% compared with the previous year.
- The Commissioner for Education resolved 36 cases, 8% below the 2024 level.

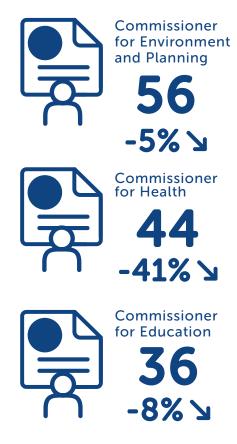
Total Finalised Complaints

January - August 2025



Finalised complaints





Pending case Load from previous years

As of August 2025, the Office of the Ombudsman was managing 253 ongoing investigations carried over from previous periods. This figure represents a 10% decrease compared with the same period in 2024.

The pending cases were distributed as follows:

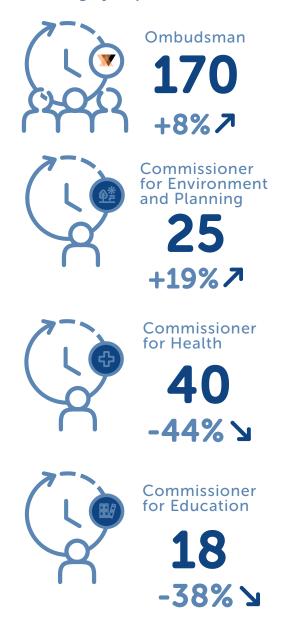
- The Ombudsman had 170 cases still under investigation, up 8% from the previous year.
- The Commissioner for Environment and Planning was handling
 25 cases, an increase of 19%.
- The Commissioner for Health had 40 ongoing cases, representing a decline of 44%.
- The Commissioner for Education was managing 18 pending cases, 38% less than last year.

Total pending complaints

January - August 2025



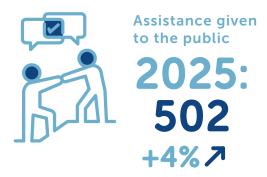
Pending by Department



January – August 2025

The Office of the Ombudsman often is the first point of contact for persons who may not proceed to submit a written complaint. In many cases, staff provide guidance by directing people to other competent bodies or referring them to the authorities best placed to handle their concerns.

Between January and August 2025, the Office assisted 502 persons, a 4% increase compared with the same period in 2024. This rise reflects the effect of the Ombudsman's ongoing outreach efforts, which have made the institution more visible and accessible to the public. The results confirm the effectiveness of the enhanced communications strategy adopted in recent years.





The Parliamentary Ombudsman listens to a member of the public attending one of the outreach events organised by the Office of the Ombudsman

TABLE 1.1 - COMPLAINT GROUNDS

JANUARY - AUGUST 2025

Category	Ombudsman	Commissioner for Health	Commissioner for Environment and Planning	Commissioner for Education	Total
Contrary to law and policies or rigid application of legislation, regulations and policies	25	-	16	1	42
Improper discrimination	13	-	2	-	15
Lack of transparency or accountability	4	-	2	-	6
Failure to provide information or to provide a reply	21	1	2	-	24
Undue delay/failure to act/waiting lists	41	6	28	2	77
Unfair treatment/ lack of equity	76	27	3	32	138
Unfair selection process/promotion/ grading	6	3	1	3	13
Issues of quality of life/ special needs	3	-	-	-	3
Improper attitude of staff or management	2	1	-	-	3
Shortage/Inadequate supply of equipment/ services	-	7	-	-	7
Personal matters/ staff issues/student issues	1	12	-	-	13
Review of Commissioner's decision	3	-	-	-	3
Shortage/Inadequate supply of medicines	-	8	-	-	8
Continuing care/ follow-up issues	-	2	-	-	2
Other	31	1		-	32
TOTAL	226	68	54	38	386

Table 1.1 and Pie Chart 1.2 present the distribution of complaints by category of alleged maladministration. As in the previous year, the largest share of cases related to unfair treatment or lack of equity, which represented 36% of all complaints (138 cases). The second most common issue concerned undue delays or failures to act, including matters linked to waiting lists, accounting for 20% of complaints (77 cases).

PIE CHART 1.2 - COMPLAINT GROUNDS JANUARY - AUGUST 2025

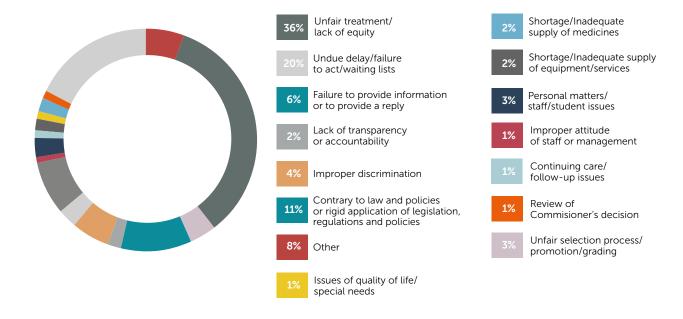


TABLE 1.3 - CLASSIFICATION OF FINALISED COMPLAINTS
JANUARY - AUGUST 2025

Category	Ombudsman	Commissioner for Health	Commissioner for Environment and Planning	Commissioner for Education	Total
Sustained	9	24	10	10	53
Not sustained	40	4	9	8	61
Resolved cases	34	7	10	8	59
Discontinued	46	9	20	8	83
Outside Jurisdiction	24	-	1	-	25
Declined	31	-	6	2	39
TOTAL	184	44	56	36	320

CASE OUTCOMES

Table 1.3 and Pie Chart 1.4 show the results of cases that were investigated and closed during the reporting period. Out of the 320 cases reviewed by the Office of the Ombudsman, the outcomes were distributed as follows:

- 53 cases were upheld, representing 17% of all finalised complaints.
- 61 cases were not upheld, accounting for
- 59 cases were concluded through advice or assistance, removing the need for a formal investigation. These amounted to 18% of finalised complaints.

- 83 cases were closed without a formal investigation, making up 26% of the total.
- 25 cases fell outside the Office's jurisdiction and could not be investigated by either the Ombudsman or the Commissioners, representing 8%.
- 39 cases were declined for reasons outlined in the Ombudsman Act, constituting 12%.

PIE CHART 1.4 - CLASSIFICATION OF FINALISED COMPLAINTS
JANUARY - AUGUST 2025

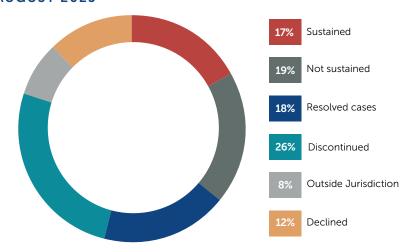


TABLE 1.5 - TYPE OF MALADMINISTRATION OF SUSTAINED AND RESOLVED COMPLAINTS

JANUARY - AUGUST 2025

Category	Ombudsman	Commissioner for Health	Commissioner for Environment and Planning	Commissioner for Education	Total
Contrary to law and policies or rigid application of legislation, regulations and policies	7	-	4	2	13
Lack of transparency or accountability	-	-	1	1	2
Failure to provide information or to provide a reply	5	-	2	-	7
Undue delay/failure to act/waiting lists	12	6	10	1	29
Unfair treatment/lack of equity	11	4	3	13	31
Unfair selection process/promotion/ grading	2	-	-	-	2
Improper attitude of staff or management	-	1	-	1	2
Shortage/Inadequate supply of equipment/ services	-	4	-	-	4
Personal matters/ staff/student issues	1	6	-	-	7
Review of Commissioner's decision	1	-	-	-	1
Shortage/Inadequate supply of medicines	-	8	-	-	8
Continuing care/ follow-up issues	-	1	-	-	3
Other	4	1	-	-	5
TOTAL	43	31	20	18	112

TYPES OF MALADMINISTRATION **IDENTIFIED**

Table 1.5 presents the categories maladministration identified in cases that were either sustained (53) or resolved (59) by the Ombudsman and the Commissioners.

The most common issue was unfair treatment or lack of equity, which accounted for 28% of these cases. This was followed closely by complaints concerning undue delays, failures to act, or waiting list problems, which represented 26% of the sustained and resolved cases.

CONCLUSION

The statistical review shows that the Office of the Ombudsman's outreach and engagement efforts continue to bear results. Increased contact with the public and closer cooperation

with institutions have contributed to higher levels of assistance and a steady flow of complaints, reflecting greater awareness of the Ombudsman's role and accessibility.

The types of maladministration reported remain broadly unchanged, with unfair treatment and lack of equity continuing to feature most prominently, followed by delays and failures to act. These findings highlight persistent areas of concern within public administration and underline the need for further systemic improvements.

Overall, the results demonstrate the value of building bridges between citizens and institutions. Proactive communication, consistent outreach, and timely management remain essential to promoting justice, fairness, and accountability across public administration.



The Ombudsman and the Commissioner for Health during an information meeting with the elderly organised by the Tarxien Local Council on the initiative of the Local Councils Association







The Parliamentary Ombudsman addressing a high-level conference on the effectiveness of Ombudsman Institutions and NHRIs in Bled, Slovenia

REACHING OUT COMMUNICATIONS AND RESEARCH OFFICE

In the past year, and within its current mandate, the Office of the Ombudsman has pursued a communications and outreach approach aimed at strengthening institution's visibility, engaging with a broad cross-section of society, and ensuring better access for those who most require its support.

The focus remained on providing clear information, raising awareness, and building constructive dialogue with stakeholders, the public, and public administration. These efforts reinforced the Office's standing as a reliable defender of individuals' rights. Outreach activities have continued to promote the institution's role while encouraging interaction with public bodies, civil society, and the wider community.

This sustained engagement has led to a notable growth in activity, with assistance provided to individuals increasing by 4% and complaints lodged rising also by 4%.

previous Ombudsplan, Since the the Communications and Research Office has carried out the following key initiatives:

STRONGER MEDIA **PRESENCE**

The Office of the Ombudsman considers the media an essential partner in fulfilling its mandate and ensures that press access remains a priority. Media channels are instrumental in informing the public and increasing awareness of the Ombudsman's role and work.

Over the past year, the Ombudsman and the Commissioners have maintained a high profile across all major television and radio networks, participating in interviews and discussions. The Office responds promptly to media requests, sharing information within the limits of the law. It also provides commentary on matters concerning good governance and, where appropriate, initiates investigations into issues of public interest brought to light by the media.

This active engagement will continue in the year ahead, with the Office planning scheduled appearances and interventions to keep the public updated on its activities and initiatives.

MEETINGS WITH **STAKEHOLDERS**

The Office of the Ombudsman held a series of engagements with key stakeholders, including government representatives, civil society organisations, and international bodies, to promote awareness of its mandate and to reach communities most in need of support and representation.

Regular meetings with ambassadors accredited to Malta also continued, particularly those representing sizeable foreign communities in the country. These discussions reinforced the message that the Ombudsman's services are available to all, including Maltese citizens, EU nationals, and third-country nationals.

The purpose of these meetings is to strengthen the understanding of the Ombudsman's role ensuring a fair, transparent, and accountable public service. Such



engagements will remain a priority in the year ahead, with plans to sustain and build upon these important relationships.

DIGITAL COMMUNICATIONS

In October 2024, the Office launched a redesigned, interactive, and user-friendly website. The platform offers clear guidance on lodging complaints, up-to-date news, and comprehensive information on the Ombudsman's mandate and services. Since its launch, the site has recorded 14,000 unique visitors and 53,000 page views. Content is regularly updated to keep the public informed about ongoing initiatives and investigations.

The Office also issues a monthly e-newsletter providing a concise overview of the work of the Ombudsman and the Commissioners. It highlights recent initiatives, investigations, and other developments. Distributed to over 600

recipients, including Members of Parliament, local councils, senior public service officials, the media, and foreign counterparts, the newsletter achieves an average open rate of 60%.

Social media continues to serve as another important channel for public engagement. The Office maintains active pages with frequent updates to ensure timely communication, share developments, and encourage interaction with the community.

30TH ANNIVERSARY COMMEMORATION

In 2025, the Office of the Ombudsman is marking 30 years since its establishment with a programme of events and initiatives coordinated by the Communications and Research Office in collaboration with all staff.



The theme

The anniversary is an opportunity to reflect on the institution's progress, recognise its achievements, and prepare for future challenges. The chosen theme captures four core aspects of the Ombudsman's mandate:

Protecting rights

Addressing individual grievances promoting systemic improvements in public administration. By investigating complaints and securing remedies, the Ombudsman fosters respect for individual freedoms and dignity.

Ensuring fairness

Upholding equitable treatment and impartial review. Through reasoned and thorough Office investigations, the safeguards individuals' interests against unfair administrative actions or omissions.

Standing for justice

Promoting accountability and exposing maladministration, ensuring that government and public administration operate to the highest ethical standards.

Fostering good governance

Encouraging transparency, accountability, and responsiveness. By recommending reforms and engaging with public institutions, the Ombudsman reinforces institutional integrity and builds public trust.

Events

Thematic lecture on transparency, fairness, and accountability

The commemorations began on 12 June 2025 with a thematic lecture held in the Plenary Hall of the House of Representatives: 'Transparency, Fairness, Accountability: Cornerstones of Good Administration - The Mandate of the



Ombudsman'. The event brought together Members of Parliament, senior officials, civil servants, academics, civil society representatives, and other stakeholders to reflect on the values underpinning good governance.

Keynote speaker Advocate Kholeka Gcaleka, Public Protector of South Africa, was joined by the Speaker of the House and the Ombudsman of Malta.

ii. Arts for Rights' exhibition in **Parliament**

The Office commissioned the Institute for the Creative Arts at MCAST to produce a series of paintings exploring fundamental human rights and freedoms. Twentyone students, guided by senior lecturer Darren Tanti and fine arts lecturer Andrea Pullicino, contributed as part of their voluntary Corporate Social Responsibility hours. The exhibition will open in Parliament in October 2025 and remain accessible to the public throughout the month, giving young artists a platform in Malta's highest democratic institution.

iii. International Ombudsman Conference

A two-day international conference will bring together Ombudsmen from Association of Mediterranean Ombudsmen, the IOI Europe Region, the IOI World Board, and other distinguished





The Parliamentary Ombudsman delivering a presentation during a high-level conference for Ombudsman institutions and National Human Rights Institutions (NHRIs), convened under the auspices of the Luxembourg Presidency of the Committee of Ministers of the Council of Europe held in Strasbourg.



The Parliamentary Ombudsman delivering a key note address during a conference commemorating the 45th Anniversary since the establishment of the Civic Defender of the Lazio Region, held in Rome, Italy

delegates. Discussions will focus on four themes:

- Building people's trust: The Ombudsman as a pillar of democracy in times of change.
- Protecting the vulnerable: The role of the Ombudsman in upholding human rights.
- Advancing ethical governance: Strengthening integrity and the principles of good administration.
- Embracing technological innovation: The Ombudsman's role in the age of digitalisation and artificial intelligence.

The conference will examine Ombudsman institutions can adapt social, political, changing technological contexts while upholding the principles of good governance.

iv. Official commemoration ceremony

The anniversary will be formally marked with a ceremony at the Grandmaster's Palace, held under the auspices of H.E. Myriam Spiteri Debono, President of Malta. Local and international guests will attend the event, which will honour three decades of service while underlining the constitutional importance of the Ombudsman institution.



The Parliamentary Ombudsman delivering a presentation during the international conference 'National and International Structures to Protect Human Rights: Good Practices and Lessons Learnt - Tirana, Albania



The Parliamentary Ombudsman during a visit to MCAST students working on the painting to be exhibited during the Arts for Rights Exhibition



The Parliamentary Ombudsman in his capacity of Director during the IOI World Board held in Rabat, Morocco



The Parliamentary Ombudsman interviewed on RTK103



The Parliamentary Ombudsman interviewed on 'Mill-Kamra' on TVM



The Commissioner for Environment and Planning, Perit Alan Saliba interviewed on RTK103



 $The\ Commissioner\ for\ Health,\ Prof\ Ray\ Galea\ interviewed\ on\ Campus\ FM$



The Commissioner for Education, Chief Justice Emeritus, Vincent De Gaetano interviewed on RTK103

FRESHERS' WEEK

The Office of the Ombudsman continued its participation in Freshers' Week activities at the University of Malta, MCAST, and ITS, supporting initiatives organised by student councils. The aim was to strengthen visibility among students and academic staff, providing an opportunity to explain the Ombudsman's role and services.

Visitors to the Office's stand received information, publications, and other materials outlining the functions of the Ombudsman and the Commissioner for Education. The Ombudsman, Judge Joseph Zammit McKeon, and the Commissioner for Education, Chief Justice Emeritus Vincent De Gaetano, attended all three events, meeting students and staff in person.

EDUCATIONAL TALKS

The Office of the Ombudsman continued its programme of educational talks in collaboration with secondary church schools and, in the last scholastic year, extended the initiative to secondary public schools. The sessions were well attended and will continue in the coming academic year.

Targeted at Year 10, Year 11, and Sixth Form students, the talks aimed to increase awareness of governance and civic responsibility. Delivered Commissioner bv the Education, Chief Justice Emeritus Vincent De Gaetano, they provided an overview of the Ombudsman's role as a mediator between the public and public authorities, and explained the institution's contribution to fairness and justice in public administration.



The Commissioner for Education, Chief Justice Emeritus, Vincent De Gaetano addressing teachers at the Institute for Further Education



The Commissioner for Education, Chief Justice Emeritus, Vincent De Gaetano addressing students from public schools as part of the educational talks inititative



The stand of the Office of the Ombudsman during ITS Freshers' Week

The presentations outlined also the services available through the Office, the investigative process, and the Ombudsman's relationship with Parliament. Key themes included public administration, the right to good administration, the importance of transparency and accountability, and the need to uphold democratic values and efficient governance.

The initiative received positive feedback. Discussions are under way with the Ministry for Education, Sport, Youth, Research and Innovation to expand the talks to all state secondary schools while maintaining the programme in church schools.

RESEARCH AND **PUBLICATIONS**

The Communications and Research Office is responsible for the Office of the Ombudsman's statutory publications and for carrying out research at the request of the Ombudsman and the Commissioners.

Case Notes

The Case Notes 2024 publication presents 36 selected cases illustrating the wide range of concerns and grievances addressed by the Ombudsman and the specialised Commissioners. Each entry outlines the core issues, the rationale behind the investigation, and the outcomes or follow-up actions resulting from the recommendations. The scripting, Maltese translation, and proofreading were coordinated in-house by various departments within the Office.



The Commissioner for Education, Chief Justice Emeritus, Vincent De Gaetano addressing students at St Aloysius Sixth Form as part of the educational talks inititative

ii. Annual Report

The Annual Report 2024 contains the annual reports of the specialised Commissioners, an overview of institutional initiatives, and statistical data reflecting caseload performance and trends.

iii. Ombudsplan

The Ombudsplan, presented annually to Parliament, highlights matters the Ombudsman believes merit focused discussion. It also includes the institution's budget request from the Consolidated Fund. The document is reviewed and debated in a dedicated session of the House Business Committee.



The Public Protector of South Africa, Adv. Kholeka Gcaleka addressing the thematic lecture in Parliament

iv. Briefs for the Ombudsman

The Communications and Research Office prepares briefing material for the Ombudsman ahead of meetings with stakeholders, interviews, and official visits abroad.

IN-HOUSE TRANSLATIONS

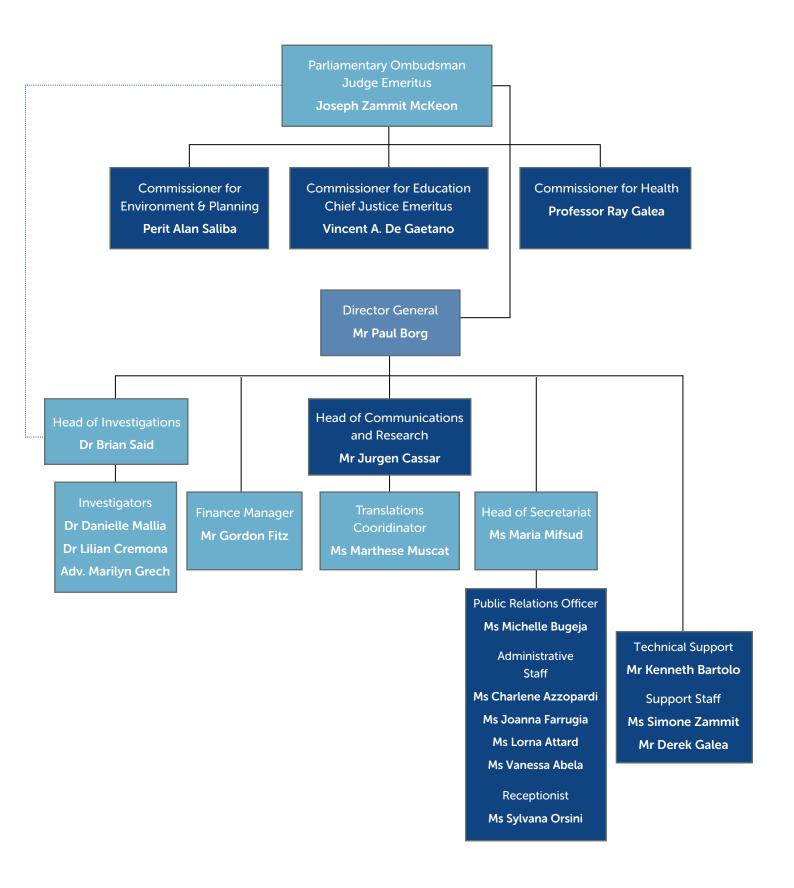
For several years, the Office has published its main reports and publications in both English and Maltese. In 2025, the role of Translations Coordinator was established within the Communications and Research Office to formalise and manage the translation of texts and publications from English to Maltese.

CONCLUSION

The initiatives undertaken over the past year reflect the Office of the Ombudsman's commitment to strengthening its engagement with the public and with institutions that interact with it. By prioritising awareness, education, engagement, and transparency, the Office seeks to make its work more accessible, enhance perceptions of its effectiveness, and reaffirm its role as an independent safeguard of individual rights.

In 2026, these efforts will intensify, with an increased focus on how the Ombudsman can serve both the public and the public administration. Planned initiatives, campaigns, and partnerships will be designed to connect with a wide range of audiences, reinforcing the institution's commitment to good governance and public integrity.

ORGANISATION CHART



FINANCIAL COMMENTARY 2025/2026

FINANCIAL ALLOCATION FOR 2025

The financial allocation for the year 2025 amounted to €2,054,600 (Table 2.1) and was made up of the following heads of expenditure:

- i) Salaries and Personal Emoluments€ 1,696,410
- ii) Operational and Maintenance Expenses € 248,190
- iii) Capital & Conference Expense€ 110,000

The effective allocation from the Ministry of Finance at the beginning of the year 2025 amounted to €2,055,000 as per the estimates submitted for the year 2025. This allocation was recommended for approval on the 5 May 2025 at the meeting of the House Business Committee and approved by Parliament at the Plenary Session of the 27 May 2025.

CAPITAL COMMITMENTS

Building Extension

On the 1 May 2023 the Office acquired the lease of the premises situated next door at 10, St Paul Street, Valletta. As part of ongoing efforts to modernize and optimize our office infrastructure, an extensive refurbishment project has commenced involving the full renovation of the newly acquired office space and its integration into the main office block.

The space had suffered from years of structural neglect, necessitating comprehensive upgrades to ensure long-term stability and functionality. The works started in February 2025 and are expected to be completed by **the end of October 2025.**

Key components of the refurbishment include:

- Structural Reinforcement: Following a detailed assessment, critical areas were reinforced to address compromised integrity. This included strengthening loadbearing sections and reinforcing the overall framework.
- Replacement of Wooden Beams: The original wooden beams, which had deteriorated over time, were removed and replaced with modern, durable wooden alternatives to meet current safety and design standards.
- Restoration of the Main Arch: A significant architectural feature which was uncovered during the works in the main archway leading into the central office block, is being meticulously restored to its original form. This should enhance both the structural cohesion and aesthetic continuity of the connected office spaces.
- **Flooring Upgrade**: Outdated tiling is being removed and replaced with contemporary travertine flooring, offering a modern and polished finish that aligns with current interior design practices.

The project is estimated to cost approximately €180,000 and will be financed through the 2025 budget allocation. Once completed, the merged and refurbished office space will provide a more functional, safe, and aesthetically pleasing environment for staff and visitors alike.

Connectivity

Following the successful launch of our new website, we are pleased to report that the platform is now fully functional and has significantly increased traffic and engagement with the office. The modern, user-friendly interface has improved accessibility to our services and enhanced our overall digital presence.

Building on this momentum, the next phase focused on strengthening our IT infrastructure to support increased online activity and ensure consistent service delivery. This included:

- Upgrading Network Routers: Replacing outdated equipment with high-performance routers to enhance network reliability and speed.
- **Improving** Internet Connectivity: Boosting internet bandwidth to meet growing demands and ensure faster, uninterrupted access for both staff and users.

This critical upgrade was completed in July 2025 at a total cost of €5,000, ensuring that our IT systems are now better equipped to support current needs and future growth.

These improvements reflect our continued commitment to digital excellence and operational efficiency.

Multi-purpose Boardroom

In recognition of the growing scope and diversity of activities carried out by the Office, discussions are currently underway to establish a multi-functional and multiuse boardroom. This dedicated space is being designed to support a range of critical functions, including formal meetings, training sessions, presentations, and collaborative projects.

The vision behind this initiative is to create a modern, flexible working environment that enhances communication, productivity, and teamwork across departments. Such a facility would play a key role in streamlining operations and providing a professional setting for both internal and external engagements.

Initial estimates for setting up the boardroom stand at approximately €20,000. While this represents a significant investment, it is expected to deliver strong long-term value by improving the overall efficiency and effectiveness of the Office's operations.

At present, the project remains in the planning and discussion phase, with the intention of situating the boardroom at the new premises currently being developed. The anticipated completion date is the end of 2025, and the total cost is projected to be covered through the 2025 budget allocation.

This initiative reflects the Office's forwardlooking approach and commitment to providing a high-quality, functional work environment.

Maintenance Programme

The extensive maintenance programme on the internal wooden structures of the office block has been successfully completed, with a particular focus on the restoration and preservation of the wooden beams. This follows the works carried out in the previous year on the external wooden structures, including balconies, louvres, and front doors, which are constantly exposed to harsh weather conditions. The continued investment in these wooden elements ensures the long-term structural and aesthetic integrity of the office environment.

With the completion of this major phase of maintenance, attention will now turn to the gradual replacement of the office furniture, much of which dates back to the 1990s. This initiative forms part of a broader effort to improve the functionality and appearance of the workplace, ensuring it remains fit for purpose and aligned with current standards of comfort and design.

INTERNATIONAL COMMITMENTS FOR 2025/2026

ENNHRI

The European Network of National Human Rights Institutions (ENNHRI) Board officially accepted the Office of the Ombudsman of Malta as an Associate Member of the Network. This marks the first stage of the Office of the Ombudsman of Malta to becoming a full member of ENNHRI. The decision to become a member of ENNHRI forms part of the ongoing efforts by the Ombudsman to broaden its mandate to encopass the protection and promotion of Human Rights in Malta and as such aiming at attaining an NHRI "A" status. This initiative will require the sourcing of funds for the investment in the training of the officers involved and the related travelling costs.

International Ombudsman Institute (IOI)

The Office of the Ombudsman of Malta continues to actively engage with the International Ombudsman Institute (IOI), strengthening its role within the global ombudsman community. Building on last year's milestone, where Ombudsman Judge Emeritus Dr. Joseph Zammit McKeon was elected to both the IOI World Board of Directors and the European Regional Board, the Office is proud to report that Judge Zammit McKeon has now been elected to serve as Vice President of the IOI European Regional Board.

This appointment not only marks another first for the Office of the Ombudsman of Malta but also represents a recognition of Malta's growing contribution to international dialogue on good governance, accountability, and the protection of citizens' rights. Judge Zammit McKeon's continued presence on the IOI World Board further solidifies Malta's voice at a global level in shaping the standards and practices of ombudsman institutions worldwide.

In light of these responsibilities, and in keeping with the Office's commitment to effective international representation, provisions have been made for the necessary travel and participation in IOI activities throughout 2025. Such engagement enhances the Office's capacity to adopt best practices and reinforces its mission to ensure fairness and justice in public administration.

Association of Mediterranean Ombudsmen (AOM)

Judge Zammit McKeon continued to hold the post of Secretary General and Treasurer of the Association of Mediterranean Ombudsmen (AOM). The Office of the Ombudsman of Malta will continue to play a pivotal role within the Association throughout the coming year. It is anticipated that the annual Executive and Governing Board Meetings will be held in Malta to coincide with the holding of the bi-ennial conference and General Assembly scheduled for October 2025. The planning and logistics for these activities are at an advanced stage and will culminate in the month of September as we set up the final preparation for the big event.

Celebrating the 30th Anniversary

In 2025 the Office of the Ombudsman is set to commemorate its 30th anniversary in a series of landmark events, with a rich programme of activities that highlight the importance of transparency, accountability, and the defence of persons' rights in democratic governance. Throughout 2025, the Office has organised a thematic lecture by Adv. Kholeka Gcaleka, Public Protector of South Africa and in October an international conference.

TABLE 2.1 - FINANCIAL ALLOCATION REQUEST FOR 2026

DETAILS	Approved Allocation for 2025 €	Requested Allocation for 2026 €
Salaries	1,058,790	985,641
Bonuses	6,214	7,020
Income supplements	5,572	6,298
Social security contributions	50,100	55,000
Allowances	575,734	593,051
Total personal emoluments	1,696,410	1,647,010
OPERATIONAL & MAINTENANCE EXPENSES		
Utilities	20,000	20,000
Materials and supplies	12,000	10,000
Repair and upkeep	16,000	16,000
Rent	8,200	8,200
International membership	5,300	5,300
Office services	10,000	10,000
Transport	13,000	10,000
Travel	35,000	40,000
Information services	5,000	5,000
Contractual services	60,000	70,000
Professional services	20,000	15,000
Training	15,000	10,000
Hospitality	3,000	5,000
Outreach Programmes	25,000	25,000
Incidental expenses	690	690
Total operational and maintenance expenses	248,190	250,190
SPECIAL EXPENDITURE		
Conference	60,000	-
Equipment	50,000	105,500
Total special expenditure	110,000	105,500
TOTAL	2,054,600	2,002,700



Address: 11/12, St Paul Street, Valletta, VLT1210 Email: office@ombudsman.org.mt Tel: +356 2248 3200, 2248 3216

Office opens to the public as follows:

October – May 08:30am – 12:00pm

01:30pm - 03:00pm

June – September 08:30am – 12:30pm

Website: www.ombudsman.org.mt Facebook: Ombudsman Malta